



Education and Families Committee
Development Committee
Environment and Transport Committee
Shetland College Board

23 May 2016
23 May 2016
23 May 2016
26 May 2016

Development Services Directorate Performance Report 12 Month/4th Quarter 2015/16

Report No: DV-29-16-F

Director of Development Services

Development Services Department

1.0 Summary

- 1.1 This report summarises the activity and performance of the Development Services Directorate for the reporting period above.

2.0 Decisions Required

- 2.1 The Committee should discuss the contents of this report as appropriate to their remit and make any relevant comments on progress against priorities to inform further activity within the remainder of this year, and the planning process for next and future years.

3.0 Detail

- 3.1 Highlights of progress against Council priorities from the Council's Corporate Plan by the Development Services Directorate are set out in Appendix 1. Further detail on Actions, Indicators and Risks are contained in appendices to this report.
- 3.2 The Committee is invited to comment on any issues which they see as significant to sustaining and improving service delivery.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities – The Council's Corporate Priorities are set out in "Our Corporate Plan". This report reviews progress against these.

- 4.2 Community/Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.
- 4.3 Policy and/or Delegated Authority –
- The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;
- “Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –
- (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.
- (b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”
- 4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.
- 4.5 Equalities, Health and Human Rights – The Council is required to make sure our systems are monitored and assessed for any implications in this regard.
- 4.6 Environmental – NONE.

Resources

- 4.7 Financial – The actions, measures and risk management described in this report have been delivered within existing approved budgets. The service performance has contributed to an overall projected underspend, which is detailed in the Quarter 4 Management Accounts for Development Committee, presented this cycle.
- 4.8 Legal – There are a number of projects and key actions within the Performance Report that have legal implications. Legal advice will be sought as matters progress to ensure that Shetland Islands Council complies with all statutory requirements.
- 4.9 Human Resources - NONE.
- 4.10 Assets and Property – NONE.

5.0 Conclusions

- 5.1 This report demonstrates good progress against the priorities identified in the Council's Corporate Plan and the Development Services Directorate Plan 2015/16.

For further information please contact:

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Date Cleared: 16 May 2016

List of Appendices

Appendix 1 – Action Plan (All)

Appendix 2 – Corporate Performance Indicators (All)

Appendix 3 – Key Directorate Indicators – Development Directorate (Development Committee, Education & Families Committee, Shetland College Board)

Appendix 4 - Complaints (Development Committee)

Appendix 5 – Risk Register (Development Committee & Environment & Transport Committees)

Appendix 6 – Ferry Passenger Information (Environment & Transport Committee only)

Links to Background Documents



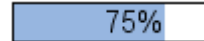
Development Directorate Plan

Appendix 1 - Projects and Actions - Development ->Education & Families Committee

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PPMF Quarterly Report - Development

Working with partners

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP050 Progress Shetland Tertiary Education Research and Training Project	Progress Shetland Tertiary Education Research and Training Project to implementation stage	Likely to meet or exceed target 	Planned Start		 	Council and NAFC have agreed next steps being: • Integrated Management • Integrated Governance • Collaborative Working • Support Funding Interim Joint principal post recruitment process started.	Shetland College
			Actual Start	01-Mar-2013			
			Original Due Date	31-Mar-2015			
			Due Date	31-Aug-2016			
			Completed Date				

Appendix 2 - Sickness Absences - Development Services

NOTE: Sickness absences are very seasonal, therefore this quarter is compared to the same quarter last year (rather than compared to the previous quarter).

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	Previous Years			Last year Quarter 4	This year Quarter 4	
Code & Short Name	2012/13	2013/14	2014/15	Q4 2014/15	Q4 2015/16	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	
OPI-4C-G Sick %age - Development Directorate	3.7%	2.7%	4.2%	5.6%	3.3%	Improvement in sickness rates due to reduction in long term sickness cases and better focus on maximising attendance policy.

Appendix 2 - Sickness Absences - Others for comparison.

	Previous Years			Last year Quarter 4	This year Quarter 4
Code & Short Name	2012/13	2013/14	2014/15	Q4 2014/15	Q4 2015/16
	Value	Value	Value	Value	Value
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	5.2%	4.1%
OPI-4C-A Sick %age - Chief Executive's "Directorate"	3.6%	1.4%	2.4%	4.9%	8.4%
OPI-4C-B Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	4.4%	3.6%
OPI-4C-E Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	6.8%	5.8%
OPI-4C-F Sick %age - Corporate Services Directorate	3.0%	1.6%	2.4%	3.3%	2.9%
OPI-4C-H Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	5.2%	4.0%

Appendix 2 - (cont) Corporate-wide Indicators - Development Services

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Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2012/13	2013/14	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
OPI-4A Staff Numbers (FTE) - Whole Council	2474	2248	2190	2207	2147	2168	2170	Managers continue to carefully manage staff numbers and associated costs and reflects recruitment pressures in some areas.
OPI-4A-G Staff Numbers (FTE) - Development Directorate	248	235	215	221	215	213	216	Staff numbers have been reduced by 13.5% since 2012/13. Further reductions are anticipated in future years as budgets continue to reduce.
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	4.1%	3.2%	3.5%	4.1%	A reduction from previous year reflects a greater focus in maximising attendance.
OPI-4C-G Sick %age - Development Directorate	3.7%	2.7%	4.2%	4.0%	3.2%	3.3%	3.3%	Improvement in sickness rates due to reduction in long term sickness cases and better focus on maximising attendance policy.
OPI-4E Overtime Hours - Whole Council	71,644	56,552	64,738	24,014	16,270	21,383	11,635	Overtime and Overtime budgets are devolved to departmental level. Overtime is often the most cost effective way to utilise existing teams and ensure prompt service to our customers.
OPI-4E-G Overtime Hours - Development Directorate	4,817	3,433	4,313	952	1,114	893	672	Transport Planning o/t reduced with new structure in place.
G01 FOISA responded to within 20 day limit - Development Services	92%	44%	74%	100%	79%	100%	98%	In Q4, 41 of the 42 (98%) of the Development FOISAs were dealt with within the 20 working day timescale.

Appendix 3 - Key Directorate Indicators - Development Services for E&F Committee

Development Services - Key Directorate Indicators

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Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
GC-01 Number of modern apprentices recruited by Train Shetland	48	54		6	24	13	6	In total, Train Shetland recruited 49 new start Modern Apprentices to local employers in 2015/16. This was slightly short of the contract volume of 53 new starts, although 5 apprentices who would have been new starts in 2015/16 will now start in 2016/17 due to timing issues involving training courses. The contract volume for 2016/17 is for 50 new starts.
GC-02 % Achievement rate of Modern Apprentices recorded by Skills Dev Scotland	87%	75%		70%	71%	80%	83%	This indicator is based on Skills Development Scotland measurements of MA achievements in Shetland and updates to 31 Dec 2015. In terms of overall achievement rates, Shetland is the second highest performing local authority area in Scotland at 83% (the highest performing area is Angus at 84%); the national average is 77%. The figure for achievement rates in Shetland rises to 84% when applied to 20-24 year olds and to 85% when applied to 25+.
GC-03 Number of courses provided to meet industry demand	235	157		60	46	51	80	Cumulative total for 2015/16 is 237. This is an improvement on the equivalent figure for 2014/15 which was 186 courses. The service is currently exceeding income targets for external courses and Business Gateway courses. The total does not include the number of examinations delivered, which contributes to service income, and does not include the majority of courses delivered or hosted to support the SIC Workforce Development Plan.
GC-04 Shetland College Student Enrolments Further & Higher Education Combined	854	776		769	757	1,346	1,820	The cumulative total to date for academic session 2015/16 of 1,820 is made up of 68 FE full-time, 1,540 FE part-time, 74 HE full-time and 138 HE part-time students. The decrease in FT FE students is due to change in status of Marine Cadet students. The FE part-time numbers will continue to increase as we are in receipt of further enrolments from the NAFC, however these have not yet been processed through our student records systems. We would expect these FE enrolments will continue to be augmented by additional activity from Train Shetland (Short Courses) through to July 2016. We would anticipate little change in HE student numbers to the end of this academic year.

	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
Code & Short Name	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
GC-05 Total Credits (inc Train Shetland & NAFC)	4,034	3,905		4,442		3,002	3,334	Credits have is the new Scottish Funding Council measurement for student activity which has replaced WSUMs. This has resulted in a new target for academic year 2015/16 for Shetland College of 4,132 credits (this SFC target includes activity from NAFC Marine Centre in the form of NC Engineering and Marine Cadetship programmes). We are on track to over achieve Credit activity by year end.

**Education and Families Committee****23 May2016**

Children's Services Performance Report 12 Month / 4th Quarter 2015/16	
CS-10-16-F	
Director of Children's Services	Children's Services

1.0 Summary

- 1.1 This report summarises the activity and performance of the Children's Services for Quarter 4 of 2015/16, the twelve months up to the end of March 2016.

2.0 Decisions Required

- 2.1 That the Education and Families Committee discuss the contents of this report and make any relevant comments on progress against priorities to inform further activity within the remainder of this year, and the planning process for next and future years.

3.0 Detail

- 3.1 Appendix 1 details the projects and actions for Children's Services, Appendix 2 shows the Council wide indicators. Appendix 3 shows the Key Directorate Indicators to enable Committee to monitor service delivery. A summary of the number of complaints received and responded to are shown in Appendix 4. The risk register at Appendix 5 sets out the strategic and operational risks to the activities of Children's Services.
- 3.2 Overview of Directorate Plan progress in Children's Services 2015/16 is that the majority of projects and actions are likely to meet the expected outcome. There is only the new Childcare Strategy which is expressed as significant issues with likelihood of failing to meet target. This is due to developments nationally in relation to the provision of early learning and childcare.

- 3.3 The Committee is invited to comment on any issues which they see as significant to sustaining and improving service delivery.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – Effective Planning and Performance Management are key features of the Council's priority towards Young People (Our Plan 2016-2020):

“The new Anderson High School and Halls of Residence will have been built and will be providing an excellent learning environment as part of an efficient and effective schools service.

Children and Young People, particularly those from vulnerable backgrounds and in care, will be getting the learning and development opportunities that allow them to fulfil their potential.

Shetland Learning Partnership will be providing opportunities for young people to gain workplace experience and vocational qualifications while at school, giving them the skills they need to get jobs or continue into further education.

Vulnerable children and Young People.

Young people will feel that their voices are being heard by the council, having regular opportunities to have a say on the issues that affect them.

More children will be taking part in physical and cultural activities – developing healthy lifestyles to help them play a full and active part in Shetland community life.”

“Excellent financial management arrangements will make sure we are continuing to keep to a balanced and sustainable budget, and are living within our means”.

“People who use our services will experience excellent standards of customer care”.

“We will have found ways of filling our ‘hard to fill’ posts and increased the number of ways that Young People can join our work-force”.

- 4.2 Community /Stakeholder Issues – Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public.

4.3 Policy And/Or Delegated Authority –

The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;

“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –

(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.

(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”

4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.

4.5 Equalities, Health And Human Rights – The Council is required to make sure our systems are monitored and assessed for any implications in this regard.

4.6 Environmental – NONE

Resources

4.7 Financial – The actions, measures and risk management described in this report has been delivered within existing approved budgets.

4.8 Legal – There are a number of projects and key actions within the Children's Services quarter performance overview that have legal implications. Legal advice will be sought as matters progress to ensure that Shetland Islands Council complies with all statutory requirements.

4.9 Human Resources - Where reviews have the potential to impact on staff within Children's Services, we will ensure that appropriate consultation and communication takes place with trades unions and employees in line with agreed Council policies and procedures.

4.10 Assets And Property – NONE

5.0 Conclusions

5.1 Children's Services are mainly on target to meet the key actions from their Directorate Plan by the end of March 2016; others extend beyond that, but are on track with relevant milestones.

For further information please contact:
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Report Finalised: 11 May 2016

Appendices






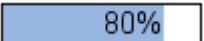



- Appendix 1 – Projects and Actions
- Appendix 2 – Council Wide Indicators
- Appendix 3 – Key Directorate Indicators
- Appendix 4 – Complaints
- Appendix 5 – Risks Being Managed by Children's Services






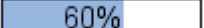



Appendix 1 - Projects and Actions - Childrens Services




Generated on: 06 May 2016



PPMF Quarterly Report - Children's Services



The best possible start for every child

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start	Actual Start			
DP001 Children's Services Partnership	Children's Services continue to work in partnership with other agencies to secure early intervention, for children both pre-birth and early years and where required.	Likely to meet or exceed target 	Planned Start	01-Nov-2014	 	Our pre-school home-visiting teacher continues to work closely with Health Visitors to give support to children to enable them to access Early Years Learning and Childcare, using the GIRFEC process. We have supported pre-school partner providers with additional staffing to support identified children.	Early Years and Additional Support Needs
			Actual Start	09-Nov-2015			
			Original Due Date	31-Mar-2015			
			Due Date	31-Mar-2016			
			Completed Date	11-Feb-2016			
DP003 Children's Residential Review	Implement Children's Residential Review	Experiencing some issues, with a risk of failure to meet target 	Planned Start	01-Nov-2014	 	Residential Management Posts to go to Human Resources for evaluation. Hope to advertise in the summer of 2016 to allow external recruitment to commence.	Children's Resources
			Actual Start	01-Nov-2014			
			Original Due Date	31-Mar-2015			
			Due Date	30-Jun-2016			
			Completed Date				
DP004 Develop & Implement Action Plan relating to review	Develop and implement an Action Plan as a result of the 2014 Social Work Review.	Likely to meet or exceed target 	Planned Start	01-Dec-2014	 	Completed.	Children's Services Directorate
			Actual Start	10-Nov-2015			
			Original Due Date	31-Mar-2015			
			Due Date	31-Mar-2015			
			Completed Date	11-Feb-2016			



Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP005 Shetland Learning Partnership work streams	Implement the Shetland Learning Partnership work streams	Likely to meet or exceed target 	Planned Start	01-Apr-2014	 	Adult learning opportunities are now in place. Two Foundation Apprenticeships commenced in 2015 and will be offered again for 2016. An additional opportunity will be in place for pupils in the Built Environment, also from 2016. Work placements are secured for all cohorts. Year two Foundation Apprenticeships being recruited to. On-line learning is being piloted in partnership with Shetland College. This will be independently evaluated by Aberdeen University. The curriculum and timetable aspects of the Shetland Learning Partnership have moved to the Quality Improvement Framework Project.	Children's Services Directorate
			Actual Start	31-Mar-2014			
			Original Due Date	31-Aug-2016			
			Due Date	31-Aug-2016			
			Completed Date				
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP006 New Anderson High School	Project Management of new Anderson High School	Likely to meet or exceed target 	Planned Start	01-Jan-2013	 	Work progressing to scheule. Concrete all complete on both buildings. Project Management continuing during construction.	Children's Services Directorate
			Actual Start	01-Jan-2013			
			Original Due Date	01-Aug-2016			
			Due Date	07-Sep-2017			
			Completed Date				
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP007 Fraser Park Multi-Court.	Complete the refurbishment of the Fraser Park Multi-Court.	Likely to meet or exceed target 	Planned Start	31-Aug-2014	 	The multi-court is now open to the public.	Sport & Leisure
			Actual Start	04-Nov-2015			
			Original Due Date	30-Jun-2014			
			Due Date	30-Jun-2015			
			Completed Date	04-Nov-2015			

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP008 Schools Reconfiguration Project	Schools Reconfiguration Project	Experiencing some issues, with a risk of failure to meet target 🟡	Actual Start	01-Jan-2014		Both Consultation Reports are nearing completion and will go to Education and Families Committee and to SIC in June 2016. This is a complex task as there are two proposals for each of the secondary departments of Mid Yell Junior High School and Whalsay School. In addition, there is a new process in place for acknowledging responses and responding to alleged omissions and inaccuracies following the changes to the legislation affecting proposed school closures which came into effect on 1 August 2014.	Children's Services Directorate
			Original Due Date	23-Feb-2015			
			Due Date	31-Aug-2016			
			Completed Date	31-Aug-2016			
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP009 Pupils accessing group music at reduced rate	Pupils accessing group music instruction will be offered a reduced rate	Likely to meet or exceed target ✅	Actual Start	31-Aug-2014		This action has been agreed and progressed.	Children's Services Directorate
			Original Due Date	01-Apr-2015			
			Due Date	31-Mar-2015			
			Completed Date	31-Mar-2016			
				10-Feb-2016			
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
			Planned Start				
DP010 Implement the 15/16 actions of the ASN Review Action Plan	Implement the 15/16 actions of the Additional Support Needs Review Action Plan	Likely to meet or exceed target ✅	Actual Start	31-Oct-2014		Final agreement about ASN staffing restructure was agreed at the end of August 2015. A managerial post of Quality Improvement Officer for Additional Support Needs has been recruited to . This postholder will line manage the specialist posts which support the delivery of services to pupils with Additional Support Needs.	Children's Services Directorate
			Original Due Date	07-Nov-2014			
			Due Date	31-Mar-2015			
			Completed Date	31-Mar-2016			
				10-Feb-2016			

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP011 New Childcare Strategy for Shetland will be published.	Review of cost and income to the authority of daycare facilities run directly by the authority that are outwith the national entitlement	Significant issues, likelihood of failing to meet target 	Planned Start	01-Apr-2015	 0%	Recommendation that this should be delayed until the authority is aware of the government's timescale for increase to entitlement for Early years Learning and Childcare, which should be published by April 2016. Reports are due to Education and Families Committee in June 2016.	Early Years and Additional Support Needs
			Actual Start				
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				



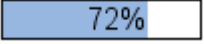
Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP013 Establish two virtual academies	Establish two virtual academies within the Shetland Learning Partnership	Likely to meet or exceed target 	Planned Start	01-Jun-2015	 100%	Year one of Academies progressing as planned.	Children's Services Directorate
			Actual Start	01-Jun-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date				


Vulnerable and disadvantaged people

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP002 Shetland Library will target hard-to-reach families	Shetland Library will target hard-to-reach families through outreach and partnership work, including the Assertive Outreach programme, while continuing to lead delivery of Bookbug.	Likely to meet or exceed target 	Planned Start	01-Apr-2014	 100%	The Library has targeted early years outreach, achieving attendance and positive responses from disadvantaged families. 'Bookbug for the home' training has been delivered and a steering group established for monitoring.	Shetland Library
			Actual Start	10-Nov-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date	20-Jan-2016			

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP012 Shetland Library improvement of digital services	Shetland Library will improve and promote digital services, i.e. hyperlinks to e-resources in catalogue; digitize talking newspaper; maintain customer help and outreach	Likely to meet or exceed target 	Planned Start	31-Mar-2015	 100%	Upgrade projects including reference book hyperlinks in online catalogue complete. Staff refreshers in new technology complete.	Shetland Library
			Actual Start	10-Nov-2015			
			Original Due Date	31-Mar-2016			
			Due Date	31-Mar-2016			
			Completed Date	29-Mar-2016			

Working with partners

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP014 Refurbishment of play areas in Nesting & Whalsay	Undertake a refurbishment of the Stendaal Play Area in Nesting and a partial refurbishment of the Charlestown Play Area in Whalsay	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	Discussions have been held with community groups in Nesting to select play equipment for the new play area which will be relocated next to the Nesting Primary School. Equipment has been ordered for installation during the summer months. Works have been completed on the refurbishment of Charlestown Play Area in Whalsay.	Sport & Leisure
			Actual Start	10-Nov-2015			
			Original Due Date	31-Mar-2016			
			Due Date	30-Sep-2016			
			Completed Date				

Code & Title	Description	Expected outcome	Dates		Progress	Progress statement	Lead
DP015 Implement an investment agreement with Sportscotland	Implement new 4 year (2015-19) investment agreement with sport scotland and partners for Active Schools and other priority areas	Likely to meet or exceed target 	Planned Start	01-Apr-2015	 	This 4 year agreement was signed off by Shetland Islands Council on 10th June 2015.	Children's Services Directorate
			Actual Start	11-Feb-2016			
			Original Due Date	29-Mar-2019			
			Due Date	29-Mar-2019			
			Completed Date	11-Feb-2016			

Appendix 2 - Sickness Absences - Children's Services

NOTE: Sickness absences are very seasonal, therefore this quarter is compared to the same quarter last year (rather than compared to the previous quarter).

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	Previous Years			Last year Quarter 4	This year Quarter 4	
Code & Short Name	2012/13	2013/14	2014/15	Q4 2014/15	Q4 2015/16	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	
OPI-4C-B Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	4.4%	3.6%	Figures average for year within target. Absence levels being closely monitored by Executive Managers and Team Leaders.

Appendix 2 - (cont) Corporate-wide Indicators - Children's Services

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Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2012/13	2013/14	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
OPI-4A Staff Numbers (FTE) - Whole Council	2474	2248	2190	2207	2147	2168	2170	Managers continue to carefully manage staff numbers and associated costs and reflects recruitment pressures in some areas.
OPI-4A-B Staff Numbers (FTE) - Children's Services Directorate	911	855	843	844	821	834	840	The additional staff are required to meet the needs of children and young people with additional support needs.
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	4.1%	3.2%	3.5%	4.1%	A reduction from previous year reflects a greater focus in maximising attendance.
OPI-4C-B Sick %age - Children's Services Directorate	2.8%	2.8%	3.7%	3.1%	2.1%	2.9%	3.6%	Figures average for year within target. Absence levels being closely monitored by Executive Managers and Team Leaders.
OPI-4E Overtime Hours - Whole Council	71,644	56,552	64,738	24,014	16,270	21,383	11,635	Overtime and Overtime budgets are devolved to departmental level. Overtime is often the most cost effective way to utilise existing teams and ensure prompt service to our customers.
OPI-4E-B Overtime Hours - Children's Services Directorate	7,707	3,331	3,645	2,257	1,223	1,022	1,104	Figure is steadily declining from the first quarter. Continue with only essential overtime which is approved appropriately.
B01 FOISA responded to within 20 day limit - Children's Services	87%	87%	89%	97%	91%	96%	91%	Officers are making every effort to meet deadlines.

Appendix 2 - Sickness Absences - Others for comparison

Generated on: 04 May 2016 10:56

	Previous Years			Last year Quarter 4	This year Quarter 4	
Code & Short Name	2012/13	2013/14	2014/15	Q4 2014/15	Q4 2015/16	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	
OPI-4C Sick %age - Whole Council	4.1%	3.6%	4.2%	5.2%	4.1%	A reduction from previous year reflects a greater focus in maximising attendance.
OPI-4C-A Sick %age - Chief Executive's "Directorate"	3.6%	1.4%	2.4%	4.9%	8.4%	Performance can be impacted upon by a single longer-term absence. However, we will continue to monitor closely.
OPI-4C-E Sick %age - Community Health & Social Care Directorate	6.4%	6.0%	6.0%	6.8%	5.8%	Managers are working with both HR teams to ensure consistent application of the Maximising Attendance policies.
OPI-4C-F Sick %age - Corporate Services Directorate	3.0%	1.6%	2.4%	3.3%	2.9%	Performance: Q4 tends to have a higher sickness percentage than other quarters. However, there has been an improvement in the yearly sickness figures for 2015/16. Improvement: We hope to maintain these good results through 2016/17.
OPI-4C-G Sick %age - Development Directorate	3.7%	2.7%	4.2%	5.6%	3.3%	Improvement in sickness rates due to reduction in long term sickness cases and better focus on maximising attendance policy.
OPI-4C-H Sick %age - Infrastructure Directorate	4.0%	3.4%	4.0%	5.2%	4.0%	Performance: Improvement in sickness level for same period last year demonstrates management attention to absence and return to work discussions. Improvement: The department continues to apply the Council's "Promoting Attendance" policy and procedures to ensure that absences are minimised.

Appendix 3 - Key Directorate Indicators - Childrens Service's (new format)

Children's Services - Key Directorate Indicators

Children's Resources

Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
CR01 Annual Inspection Reports	100%	100%	100%	100%	100%	100%	100%	Performance: Consistently meeting all Care Inspectorate inspection standards. Improvement: Maintain existing standards within existing resources.
CR02 Number of Respite Nights (ASN)	1,184	1,070	877	258	248	186	185	Performance: Consistent number of nights provided each quarter. Improvement: Continue to ensure the assessed needs of children are met within existing resources
CR03 Number of Respite Day Hours	18,718	16,157	13,774.5	4,056	3,760	3,032	2,926.5	Performance: Slight decline in number of hours provided. Improvement: Continue to ensure the assessed needs of children are met within existing resources
CR04 Number of occupancy nights - Grodians	421	587	686	254	250	92	90	Performance: Slight increase in number of nights provided last year. Improvement: Children and Young People in need of residential care will have their needs met within Shetland
CR05 Number of Respite Nights - Windybrae	37	22	93	71	6	0	16	Performance: High variation in nights in each quarter. Improvement: Continue to ensure the assessed needs of children are met within existing resources
CR06 Number of Fostering Nights	4,010	4,092	3,591	993	965	833	800	Performance: Increase in usage over last few years. Improvement: Recruitment of foster carers will continue to be a priority in order to ensure the assessed needs of children are met

Children & Families Social Work

Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	

	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
Code & Short Name	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
CF01 LAC reviews done within required timescales	93%	93%		93%	93%			LAC reviews continue to take place within agreed timeframes wherever possible. Q3/4 figures not currently available.
CF02 Reports to the Reporter provided within timescale	86%	84%	90%	97%	96%	74%	87%	Social workers now aim to have reports completed two days ahead of due date.
CF04 Number of children involved in Child Protection investigations	91	245	174	61	44	46	23	No target set, for monitoring purposes only. Increase in numbers over the last year due to improved screening process.
CF05 Number of Child Protection investigations progressed to initial Case Conference	11	19	21	7	10	3	1	No target set, for monitoring only. Continue to monitor number of investigations.
CF06 Number of Case Conferences held within 21 days of decision to progress	100%	100%	100%	100%	100%	100%	100%	Target consistently being met.
CF07 Child Protection - % of Case Conference reviews held within 6 month timescales	100%	100%		100%	100%	80%		Timescale for one family was not met due to certain circumstances which resulted in a 20% difference in value.

Education: Quality Improvement

	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
Code & Short Name	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
SQ01 Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 3 or higher at the end of S4	97%	93.2%	91.5%	Not measured for Quarters				Performance: Consistently above national average. Comparator authority average is 85.1% Improvement: Specific issues in individual schools were addressed by Quality Improvement Officers.
SQ02 Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 4 or higher at end of S4	93.2%	90.5%	89.5%	Not measured for Quarters				Performance: Consistently above national average. Comparator authority average is 80.7% Improvement: Specific issues in individual schools were addressed by Quality Improvement Officers.
SQ03 Educational attainment - number of pupils achieving 5 or more qualifications at SCQF Level 5 or higher at end of S5	48%	54.2%	57.3%	Not measured for Quarters				Performance: Consistently above national average. Comparator authority average is 48% Improvement: Early information on 2015 outcomes indicates continued improvement in this indicator.

	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
Code & Short Name	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
SQ04 Attendance rates - primary school pupils	95.8%	95.6%	95.9%	96%	96.7%	95.7%	95.1%	Performance: Consistently higher than national average (95.1%). Improvement: To be monitored quarterly to maintain high levels.
SQ05 Attendance rates - secondary school pupils	93.2%	94.3%	93.2%	94%	94.3%	92.2%	92.2%	Performance Consistently higher than national average over the course of the last full year (91.9%). Improvement: To be monitored quarterly to maintain high levels.
SQ06 Positive inspection reports of pre-school settings	67%	100%	100%	100%	100%	100%	100%	Performance: Consistently meeting all Care Inspectorate inspection standards. Improvement: Quality Improvement will continue to monitor this excellent position to ensure it is maintained.
SQ07 Positive inspection reports for schools	100%	100%	100%	100%	100%	100%	100%	Performance: Consistently meeting all Care Inspectorate inspection standards. Improvement: Quality Improvement will continue to monitor this excellent position to ensure it is maintained.
SQ08 Positive destinations for school leavers	93.4%	95.3%		Not measured for Quarters				Performance: Consistently above national average. 2015 figures not yet available. *Data revised from previous report as per Scottish Government updates. Improvement: The new opportunities offered through the Shetland Learning Partnership augment what opportunities schools have to offer Senior Phase pupils.
SQ09 Primary School teachers/pupils ratio	11.5	12.2	12	Not measured for Quarters				Performance: Increases in recent years but still well below national average (16.7). National standards are being met. Improvement: This indicator will be closely scrutinised with respect to our Teacher Numbers agreement with the Scottish Government.
SQ10 Average Primary class size	18.3	18.4	19	Not measured for Quarters				Performance: Increases in recent years but still well below national average (23.4). Improvement: This indicator will be closely scrutinised with respect to our Teacher Numbers agreement with the Scottish Government.
SQ11 Exclusion rates - Primary pupils (per 1000)	1.7	0		Not measured for Quarters				Performance: Consistently well below national average (4.9 per 1,000 pupils) . Now only reported biennially by Scottish Government. Improvement: Revisions to Exclusion Policy, in line with recommendations in the Additional Support Needs Review.

	Previous Years			Quarters				
Code & Short Name	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	
SQ12 Exclusion rates - Secondary pupils (per 1000)	6.9	6.4		Not measured for Quarters				Performance: Consistently well below national average (28.8 per 1,000). Now only reported biennially by Scottish Government. Improvement: Revisions to Exclusion Policy, in line with recommendations in the Additional Support Needs Review.

Library and Information Service

	Previous Years			Quarters				
Code & Short Name	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	(past) Performance & (future) Improvement Statements
	Value	Value	Value	Value	Value	Value	Value	
LB01 Number of library items issued quarterly (1,000s)	161.9	156.8	147.9	37.9	35.4	38.0	36.6	Performance: Under target, though lending of children's fiction is up slightly this year. Improvement: Targeted promotion work and good stock management
LB02 Number of library visits (per 1,000 population per annum)	9,552	8,836		Not measured for Quarters				Performance: Number of visits remains very healthy - the fall in 2014/15 is in 'virtual' (website) visits. Improvement: The library will continue to promote all services widely.
LB03 Number of library events held	153	149	192	42	35	56	59	Performance: Well on target, total of 2,972 people attended varied programme of in-house events in 15/16. Improvement: Refresh events programme to attract varied user groups
LB04 Library Outreach: Number of events delivered	146	149	103	37	16	29	21	Performance: On target and 4,821 people attended outreach events in 15/16 (a rise of over 50%). Improvement: Focus on early years outreach and work with partners to reach socially or geographically isolated families.
LB05 Library customer satisfaction rates from in-house survey	91%	91%	93%	Not measured for Quarters				Performance: Up by 2% since last year. Improvement: Plan to maintain and develop service with reduced budget.

Schools

	Previous Years			Quarters				
	2013/14	2014/15	2015/16	Q1	Q2	Q3	Q4	(past) Performance & (future) Improvement Statements

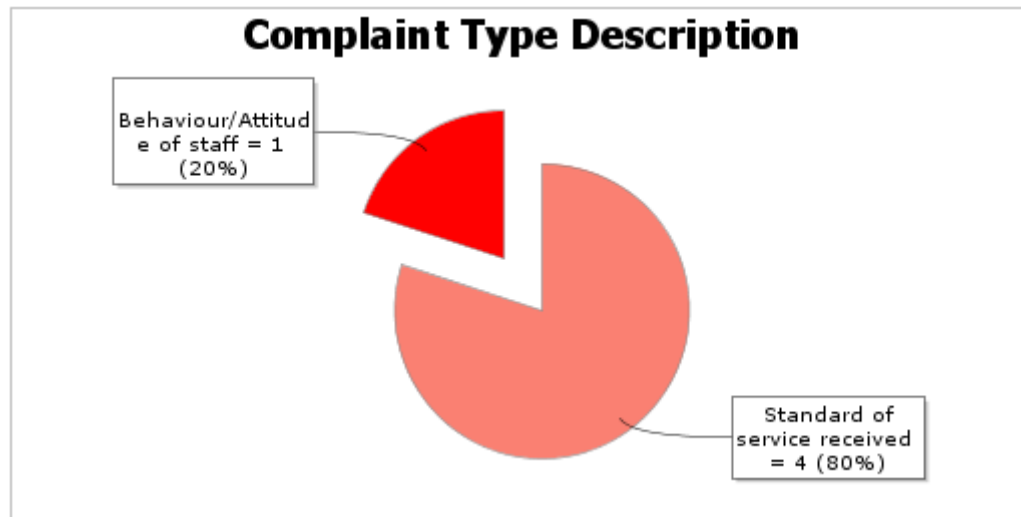
SC01 Free School Meals - % of Primary pupils (P4-7) registered for Free School Meals	8.7	7	7.8	Not measured for Quarters	Performance: Slight increase from last year. Previously lowest rate of take-up in Scotland. Improvement: More advertising and communication with schools. Letters issued to previous applicants.
SC02 Free School Meals - Number of Secondary pupils registered for Free School Meals (per 1,000 population)	5.7	4.8	4.9	Not measured for Quarters	Performance: Slight increase from last year. Previously lowest rate of take-up in Scotland, national figures not yet available. Improvement: More advertising and communication with schools. Letters issued to previous applicants.
SC03 Clothing grants	298	286	273	Not measured for Quarters	Performance: Small decrease from last year. Improvement: More advertising and communication with schools. Letters issued to previous applicants.
SC04 Educations Maintenance Allowance (EMAs)	92	58	61	Not measured for Quarters	Performance: Slight increase from last year. Income threshold increased in January 2016 which may account for this. Improvement: More dialogue with schools and Pupil Support Teachers to highlight awareness of EMAs. Increase advertising within schools and through the media.
SC05 Bursaries	85	72	71	Not measured for Quarters	Performance: Consistent with last few years. Improvement: Better communication with Shetland College and introduction of funding nights.
SC06 Activity Agreements - Number of over 16s who have signed and Activity Agreement	23	13	20	Not measured for Quarters	Performance: Increased interest in Activity Agreements, with a number of new referrals in the pipeline. Promoting Activity Agreements in Schools and other service providers. 17 of those young people completed their Activity Agreements in 2015/16 and all of them achieved a positive destination. Improvement: Increase the target figure to 25.

Sport & Leisure

	Previous Years			Quarters				
Code & Short Name	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	(past) Performance & (future) Improvement Statements

Code & Short Name	Previous Years			Quarters				(past) Performance & (future) Improvement Statements
	2013/14	2014/15	2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	
	Value	Value	Value	Value	Value	Value	Value	
SL01 All play areas inspected at least 4 times a year	96.8%	95.5%	97%	96%	96%	96%	99%	Performance: Target met for 2015/16 with inspections being completed routinely. Improvement: Ensure all targets continue to be met within existing resources.
SL02 Islesburgh Hostel - Bed nights	6,773	6,240	5,069	Not measured for Quarters				Performance: Hostel bed nights continue to be higher than target although there has been a decrease in bed nights from the previous year. Improvement: Options to increase usage of the hostel are being pursued including the implementation of a new charging structure to encourage more winter usage of the hostel by locals, a repeat of the successful open day and more advertising to school and youth groups across Shetland..
SL03 Islesburgh Hostel - Overall customer satisfaction rate	94%	95%	95%	Not measured for Quarters				Performance: Islesburgh Hostel continues to have high customer satisfaction levels. Improvement: To continue providing high quality services within existing budgets.
SL04 Number of attendance per 1,000 population for all pools	9,623	9,364		Not measured for Quarters				Performance: The usage figures for 2015-16 will not be available until June 2016. However, because of the Clickimin Pool Closure for maintenance works it is likely that there will be an overall decrease in swimming pool usage figures for 2015-16. Improvement: In the coming year Shetland Recreational Trust are continuing to promote use of their swimming pools to maintain the high levels of swimming in Shetland.
SL05 Indoor facilities - total number of attendances per 1,000 population	12,814	12,707		Not measured for Quarters				Performance: The usage figures for 2015-16 will not be available until June 2016. However, it is anticipated that usage figures will continue to be at the same high level as previous years, which are among the highest in Scotland. Improvement: To maintain high level of usage within current operational and budgetary constraints
SL06 Room bookings in Islesburgh - % of rooms in use	58%	58%	56.58%	58%	45.67%	60.67%	62%	Performance: Islesburgh Community Centre continues to be well used throughout the year but a decrease in usage over the holiday periods has a detrimental effect on overall annual booking figures. Improvement: To maintain high level of usage within current operational and budgetary constraints.

Appendix 4 – Complaints – Children's Services



Number of complaints open during Quarter 4 - 5

Number of stage 1 complaints (Frontline) - 4

Number of stage 2 complaints (Investigation) - 1

Number of open complaints at end of period - 1

Number of complaints handled within deadline - 1

Risk Assessment - Childrens Services Appendix 5

Risk & Details	Frequency	Current Severity	Risk Profile	Current and Planned Control Measures	Probability	Target Severity	Risk Profile	Assigned To
Level	Directorate							
Corporate Plan	F1. Our "20 by '20" - Leadership & Management							
EC0016 - Accidents /Injuries - Staff/Pupils/ Clients/Others - Children's Services has a large number of staff across many services. A failure or lapse in professional standards, or unforeseen incident could cause or lead to injury or harm to staff in the course of their employment, impact on communities, litigation, liability, press interest.	Possible	Significant	Medium	• DMT to review PIN stats and policies. MAPA training (new CALM) for staff	Possible	Minor	Medium	Helen Budge Childrens Services
EC0018 - Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc - Children's Services operate within a complex legislative environment and is required to comply with national and local policies including equalities, etc, a breach of any of these could lead to a failure to meet statutory objectives, Care Inspectorate/ Health and Safety investigation, Poor report, censure, HSE improvement/ prohibition notice or prosecution	Rare	Significant	Low	• Wide-ranging GIRFEC training delivered and rolled out by CS staff inc to ASN service, implement of DPA training,Comply with ERD policy to ensure training needs are met • Safety Section to be asked to review schools risk assessments in order to idenitfy gaps and support staff with trainingand other input as and when identified	Rare	Minor	Low	Helen Budge Childrens Services
EC0020 - Deadlines - failure to meet - Organisation works within the, sometimes conflicting requirements for confidentiality, to meet FOISA, adress complains and be transparent and publicly accountable	Possible	Significant	Medium	• System and plan in place to ensure new complaints are recorded and managed consistently. SW is carrying out a piece of work to ensure that complaints are handled consistently.	Unlikely	Significant	Medium	Helen Budge Childrens Services
EC0023 - Professional - Other - Failure to deliver major AHS build project on time and on budget. Complex project involving several external parties, following a methodology not previously used by the Council Design Build Financial Model (DBFM) which increases the risk of the project going off track. However, financial close was achieved in July 2015, and construction has commenced. A lack of understanding of DBFM, project management failure or partner failure can lead to project delay and/or budget rises, negative reaction in press and public.	Possible	Extreme	High	• Project has a joint risk register which is closely monitored and managed	Unlikely	Extreme	High	Mark Boden Childrens Services

Corporate Plan

F5. Our "20 by '20" - Standards of Governance

EC0019 - Publicity - bad - Children's Services operates within the requirements of FOISA, confidentiality and public accountability. These different priorities can conflict. Communications and media misperception continues to be a challenge. A failure to share information/ mis-perception by media or incident can lead to negative media coverage & reputational damage	Possible	Significant	Medium	• Communications Policy/ Strategy is followed by staff, major projects have specific communications strategies as required under PRINCE2, e.g. AHS, Schools Comparason Project, etc.	Unlikely	Significant	Medium	Helen Budge Childrens Services
EC0022 - Key staff - loss of - Children's Services has a large cohort of staff with many specialist posts. Shetland is a small place with a limited pool of labour. Also, unemployment is low. Vacant posts are difficult to fill, and this is acute in some areas. Retirement or resignation can lead to recruitment costs, vacant posts and pressure on remaining staff	Possible	Major	High	• Recruitment and selection policy is being reviewed, transfer agreement in place to support the efficient use of resources.Northern Alliance looking at improving recruitment of teachers. SW review looked at recruitment and retention of SW staff. Commitment to have better engagement with staff. Principles to support teaching staff working in more than one settings has been circulated.	Possible	Significant	Medium	Helen Budge Childrens Services

Corporate Plan

F8. Our "20 by '20" - Efficient

EC0017 - Economic / Financial - Other - EC0017 - Economic / Financial - Other - Children's Services is required to make significant savings as part of the organisation's Medium Term Financial Plan. If savings projects fail or are delayed, the Service/ Directorate will fail to make the required savings, organisation wont meet requirements of MTFR	Likely	Major	High	• Children's Services continues to work towards realising efficiency savings	Unlikely	Significant	Medium	Helen Budge Childrens Services
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Level

Operational

Corporate Plan

A2. Young People - Vulnerable Children and young people's opportunities

EC0003 - Key staff - loss of - Hayfield Reception service supports 95 staff delivering services for Children and Families; Children's Resources; Schools and Sport and Leisure. Accident, illness, retirement etc can impact on ability to deliver services, and additional costs from employing temporary staff	Possible	Minor	Medium	• Admin staff training in reception duties in order to provide back-up				Helen Budge Childrens Services
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Corporate Plan

A4. Young People - Protecting vulnerable children and young people

EC0025 - Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc - Misplaced or lost Unencrypted Pen Drives by member of staff, containing sensitive information regarding pupils with additional support needs.	Unlikely	Minor	Low	• Check to ensure that confidential/Sensitive information is held securely	Rare	Minor	Low	Helen Budge Childrens Services
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Corporate Plan

D5. Community Strength - Vulnerable people's opportunities

EC0005 - Procurement policy - failure to observe - Hayfield procures many goods and services - Required to promote Scotland Excel contractual pricing. If not adopted within the Department, this can lead to unnessesary spending and/or waste. If goods and supplies are procured in contradiction to Council Policies and Procedures, can lead to budget overspend, financial implications, waste, potential for disciplinary and other action.	Unlikely	Insignificant	Low	• Procurement Strategy, Policy and Procedures in place	Rare	Insignificant	Low	Helen Budge Childrens Services
EC0006 - Budget control failure - Children's Services has a budget of £41,000,000 in 2016/17 and many budget responsible officers.	Unlikely	Insignificant	Low	• Clear focus on financial management to ensure that budget provision is allocated appropriately, Monthly financial management rep	Rare	Insignificant	Low	Helen Budge Childrens Services
EC0011 - Health and safety - Statutory inspections - Hayfield House is a large building with 96 staff. A Serious incident, including loss of life or serious injury, Loss of part or all of the building, Failure to ensure regular health and safety checks are carried out within Hayfield House could lead to a HSE inspection/ investigation. Could result in Legal and Financial Implications, Service delivery disrupted or stopped.	Unlikely	Major	Medium	• Regular Safety ChecksBuilding Services - PAT testing - annual Fire Risk Assessment and Plan reviewed annually Weekly fire alarm checks 3 yearly fire evacuation drills Annual check of fire fighting equipment Monthly safety checks including emergency lighting etc • Business Continuity Plan in place	Rare	Significant	Low	Helen Budge Childrens Services
EC0012 - Records/Research data/systems/security/confidentiality/ back-up. - There are many staff within Children's Services who have access to confidential information.	Rare	Significant	Low	• Training available for staff • Records Management guidance and support available from Corporate ServicesGovernance and Law • Corporate Policeis and Procedures in Place				Helen Budge Childrens Services

EC0013 - Fire/security systems and procedures inadequate - Hayfield is a large complex with numerous exits with 96 staff and visitor daily. Inadequate procedures could result in Fire, Security System failure, Inadequate fire/security systems and procedures. That could result in Serious injury or death, Loss of part or all of building, Damage to building through intruder access.

Rare

Significant

Low

- Fire Risk Assessment in place and regularly updated with Safety and Risk and Building Services
- Security System in place and supported through Building Services
- Regular weekly fire alarm checks and 4 monthly fire drills
- Security System procedures in place

Helen Budge
Childrens Services

Corporate Plan

F1. Our "20 by '20" - Leadership & Management

EC0010 - Accidents /Injuries - Staff/Pupils/ Clients/Others - Accidents occurring within or in the grounds of Hayfield House, could lead to Property damage, Personal injury, resulting in Staff time off work, Costs involved in repairs, Legal implications of any claims made, Insurance premiums

Possible

Significant

Medium

- Risk Assessments in place

Rare

Significant

Low

Helen Budge
Childrens Services

**Education and Families Committee****23 May 2016****Management Accounts for Education and Families Committee:
2015/16 – Draft Outturn at Quarter 4****F-033-F****Report Presented by Executive Manager - Finance Corporate Services****1. Summary**

1.1 The purpose of this report is to enable the Education and Families Committee to note the financial performance of services within its remit. This report details the draft outturn position on net controllable costs for revenue and capital, and will be subject to final accounting and audit adjustments as part of the year end accounts process.

1.2 The outturn position for the services in this Committee area is an underspend of £0.450m on revenue, and an underspend of £14.745m on capital against approved budgets.

2. Decision Required

2.1 The Education and Families Committee is asked to RESOLVE to:

- note the Management Accounts showing the draft outturn position; and
- note the proposed budget carry forwards which will be included in the overall Draft Outturn Report to be presented to Policy and Resources Committee on 24 May 2016.

3. Detail

3.1 On 3 December 2014 (SIC Min Ref: 96/14) the Council approved the 2015/16 revenue and capital budgets (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves

of £7.646m. It is vital to the economic wellbeing of the Council that the financial resources are managed effectively and expenditure and income is delivered in line with the budget, as any overspends will result in a further draw on reserves and would be evidence that the Council is living beyond its means.

- 3.2 This report forms part of the financial governance and stewardship framework which ensures that the financial position of the Council is acknowledged, understood and quantified on a regular basis. It provides assurance to the Corporate Management Team and the Committee that resources are being managed effectively and allows corrective action to be taken where necessary.
- 3.3 Since the approval of the 2015/16 budget, revisions to the budget have been processed that take account of the carry forward scheme that is in place for the Council. Therefore the appendices to this report refer to the revised budget that is now in place for the relevant services. An allocation of budget from contingencies has also been made to cover the cost of off island placements, totalling £500k.

Revenue

- 3.4 The draft revenue outturn position for Education and Families Committee is an underspend of £0.450m (1.1%) which means the services in this Committee area are collectively on course to spend less than their Council approved budget. Recurring savings of £472k have been identified. See Appendix 1 to this report for further detail.

Capital

- 3.5 The draft outturn position on Education and Families capital project expenditure is an underspend of £14.745m (79.2%) which means the services in this Committee area are collectively on course to spend less than their Council approved budget. It should be noted that the total underspend relates to slippage on capital projects and will be required in 2016/17 and future years. See Appendix 2 to this report for further detail.

4. Implications

Strategic

4.1 Delivery On Corporate Priorities

There is a specific objective in the Corporate Plan to ensure that the Council is “continuing to keep to a balanced and sustainable budget, and are living within our means”, and that the Council continues to pursue a range of measures which will enable effective and successful management of its finances over the medium to long term. This involves correct alignment of the Council's resources with its priorities and expected outcomes, and maintaining a strong and resilient balance sheet.

The Medium Term Financial Plan also includes a stated objective to achieve financial sustainability over the lifetime of the Council.

4.2 Community /Stakeholder Issues – None.

4.3 Policy And/Or Delegated Authority

Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Committee may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2015/16 financial year. This report provides information to enable the Committee to ensure that the services within its remit are operating within the approved budgets.

4.4 Risk Management

4.4.1 There are numerous financial risks involved in the delivery of services and the awareness of these risks is critical to successful financial management.

4.4.2 The main financial risk for the services in this report relate to unexpected demand for services which may be costly depending on the circumstances.

4.4.3 From a financial perspective, risks are an integral part of planning for the future as assumptions are required to be made. These assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact.

4.4.4 This report is part of the framework that provides assurance, or recognition of any deviation from the budget that may place the Council in a financially challenging position and require remedial action.

4.4.5 The Council makes provision within its budget for cost pressures that may arise. This approach provides additional confidence for the Council to be able to mitigate any adverse financial circumstances.

4.4.6 A strong balance sheet and the availability of usable reserves also ensures that the Council is prepared for significant unforeseen events.

4.4.7 Any draw on reserves beyond the Council's sustainable level would have an adverse impact on the level of returns from the Council's long-term investments. This situation would require to be addressed quickly to ensure no long term erosion of the investments.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial

4.7.1 The 2015/16 Council budget does not require a draw on reserves in excess of the returns that the fund managers can make on average in a year, and therefore demonstrates that the Council is living within its means.

- 4.7.2 Every £1m of reserves spent in excess of a sustainable level will mean that the Council will have to make additional savings of £50k each year in the future as a result of not being able to invest that £1m with fund managers to make a return.
- 4.7.3 It is therefore vital that the Council delivers its 2015/16 budget, and this report demonstrates that the services under the remit of the Education and Families Committee are projecting to achieve this.
- 4.7.4 The draft outturn revenue position for services in this Committee area is an underspend of £0.450m against approved budget. Recurring savings of £472k have been identified.
- 4.7.5 The draft outturn capital position for services in this Committee area is an underspend of £14.745m against approved budget. This underspend relates to slippage on capital projects and will be required in 2016/17 and future years.
- 4.7.6 In line with the Medium Term Financial Plan Budget Carry Forward Scheme, the Directorates in this Committee area have requested to carry forward a total of £218k of their revenue underspend.
- 4.7.7 The Director of Children's Services has requested to carry forward £188k of their revenue underspend.
- 4.7.8 The Director of Development has requested to carry forward £30k of their revenue underspend for services within the remit of this Committee.
- 4.7.9 The Director of Children's Services has requested to carry forward £14.142m in relation to capital, to meet commitments for an existing project which is not yet complete.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5. Conclusions

- 5.1 The draft outturn position for the services under the remit of the Education and Families Committee is an underspend of £0.450m on revenue and an underspend of £14.745m on capital projects, against the revised budget. Recurring savings of £472k on revenue have been identified.

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List of Appendices

Appendix 1 – Draft Revenue Outturn Position 2015/16

Appendix 2 – Draft Capital Outturn Position 2015/16

Background documents:

SIC Budget Book 2015-16, SIC 3 December 2014

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=16958>

Education & Families Committee

1. Draft Revenue Outturn Position 2015/16

Budget v Proj. Outturn Variance Q3 (Adv)/Pos £000	Service	Revised Annual Budget Q4 £000	Draft Outturn Q4 £000	Budget v Drft Outturn Variance Q4 (Adv)/Pos £000
(26)	Director of Children's Services	1,953	2,078	(125)
(20)	Children & Families	1,087	1,128	(41)
(20)	Children's Resources	3,988	3,980	8
53	Quality Improvement/Schools	32,124	31,661	463
9	Library	980	978	2
1	Sport & Leisure	1,481	1,470	11
111	Train Shetland	366	262	104
22	Community Planning & Development	314	286	28
130	Total Controllable Costs	42,293	41,843	450
	Less proposed budget carry forwards to 2016/17	218	0	218
	Revised Total	42,075	41,843	232

The draft outturn variances at quarter 3 are included above for reference. The reasons for these variances are detailed in the narrative below.

1.1 Director of Children's Services – draft outturn overspend (£125k) (6.4%)

This overspend is mainly in relation to early retirement and voluntary redundancy costs which were not budgeted for (£66k).

1.2 Children & Families – draft outturn overspend (£41k) (3.8%)

This overspend is due to the cost of external consultant appointed to oversee the implementation of the Social Work Action Plan (£52k).

1.3 Children's Resources – draft outturn underspend £7k (0.2%)

This draft outturn position comprises the following variances:

- An increase in the demand within Residential Services to accommodate young people (£129k);
- Vacancies within Short Breaks and Bruce Family Centre £142k;
- Recurring savings of £65k on fostering allowances due to a reduction of enhanced payments to carers, some young adults moving on to independence and removing the clothing allowance element of kinship allowances from January 2016.

- Overspends in relation to payments made to Professional Foster Carers and Kinship Carers, due to increased numbers of young people being accommodated (£60k).

Provision was made for these overspend items within contingency, however underspends elsewhere within the service enabled these overspends to be covered without the need to transfer budget from contingency.

1.4 Quality Improvement/Schools – draft outturn underspend of £463k (1.4%)

The draft outturn position comprises the following variances:

- recurring savings identified through staffing reductions and operational efficiencies across the service in order to meet budget reductions required in 2016/17 £407k;
- underspend due to vacancies and difficulties in recruiting secondary teachers £160k;
- grant income receivable higher than budgeted £242k, of which £87k has been requested to be considered for carry forward to 2016/17;
- overspend in relation to sickness and maternity cover for primary teachers (£173k)
- overspend in relation to increased provision, sickness and maternity cover for cleaning staff (£122k);
- overspend in relation to increased provision, sickness and maternity cover in ASN (164k).
- reduced income & increased employee costs for school meals following the introduction of free school meals for P1-P3 (£232k).

Provision was made for these overspend items within contingency, however underspends elsewhere within the service enabled these overspends to be covered without the need to transfer budget from contingency.

1.5 Library – draft outturn underspend £2k (0.2%)

There are no significant variances in this service.

1.6 Sport & Leisure - draft outturn underspend £11k (0.7%)

There are no significant variances in this service.

1.7 Train Shetland – draft outturn underspend £104k (28.4%)

The draft outturn underspend is due to efficiencies in staffing £57k, employing services paying for Modern Apprenticeship costs £34k and increased net income from the provision of training £11k.

1.8 Community Planning & Development – draft outturn underspend £28k (8.9%)

There are no significant variances in this service.

Education & Families Committee

1. Draft Capital Outturn Position 2015/16

Budget v Proj Outturn Variance Q3 (Adv)/Pos £000	Service	Revised Annual Budget Q4 £000	Draft Outturn Q4 £000	Budget v Draft Outturn Variance Q4 (Adv)/Pos £000
14,119	Quality Improvement & Schools	18,626	3,881	14,745
14,119	Total Controllable Costs	18,626	3,881	14,745
	Less proposed budget carry forward to 2016/17 and future years	14,142	0	14,142
	Revised Total	4,484	3,881	603

Explanation of the main variances by service:

An explanation for the main variances by service is set out below. The projected outturn figures at quarter 3 are included above for reference. The reason for the variance from the quarter 3 to quarter 4 outturn position is due to construction work beginning later than anticipated resulting in a re-profiling of expenditure.

1.1 Quality Improvement & Schools – draft outturn underspend £14.745m (79.2%)

This budget relates to the Council funded element of the new Anderson High School project, namely the construction of the Halls of Residence and works to the Clickimin path and Clickimin Centre.

It should be noted that this underspend relates to slippage and will be required in 2016/17 and future years.

The total underspend is not required for carry forward as it is already budgeted for in future years in the 5-Year Asset Investment Plan, as the budget profile has been revised.

**Education and Families Committee****23 May 2016**

Education and Families Committee Business Programme – 2016/17	
GL-18-16-F	
Team Leader – Administration	Governance and Law Corporate Services

1.0 Summary

- 1.1 The purpose of this report is to inform the Committee of the planned business to be presented to Committee for the remaining quarters of the financial year 1 April 2016 to 31 March 2017, and discuss with Officers any changes or additions required to that programme.

2.0 Decision Required

- 2.1 That the Education and Families Committee considers its business planned for the remaining quarters of the current financial year 1 April 2016 to 31 March 2017, and RESOLVES to approve any changes or additions to the Business programme.

3.0 Detail

- 3.1 The Council approved the schedule of meetings for 2016/17 at its meeting on 16 December 2015 (Min Ref: 79/15).
- 3.2 It was agreed that the Business Programmes for each Committee would be presented to the Planning and Performance Management Framework (PPMF) meetings, which are held on a quarterly basis, for discussion and approval.
- 3.3 The manner in which meetings have been scheduled is described below:
- Ordinary meetings have been scheduled, although some have no scheduled business at this stage. Where there is still no scheduled business within two weeks of the meeting, the meeting will be cancelled;
 - Special meetings may be called on specific dates for some items – other agenda items can be added, if time permits;

- PPMF = Planning and Performance Management Framework meetings have been called for all Committees and Council once per quarter. These meetings are time restricted, with a specific focus on PPMF only, and therefore no other business will be permitted on those agendas;
 - Budget = Budget setting meetings – other agenda items can be added, if time permits, or if required as part of the budget setting process; and
 - In consultation with the Chair and relevant Members and Officers, and if required according to the circumstances, the time, date, venue and location of any meeting may be changed, or special meetings added.
- 3.4 The Business Programme for 2016/17 is presented by Committee Services to the Council and each Committee on a quarterly basis for discussion and approval, particularly in relation to the remaining projects and reports which are listed at the end of the business programme page for each Committee as still to be scheduled.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – The recommendation in this report is consistent with the following corporate priorities:

Our Corporate Plan 2013-17

- To be able to provide high quality and cost effective services to people in Shetland, our organisation has to be run properly.
 - Fully align the timetables, time spans and approaches for financial planning relating to the medium term yearly budgeting with Council, directorate and service planning.
- 4.2 Community /Stakeholder Issues – The Business Plan provides the community and other stakeholders with important information, along with the Council's Corporate and Directorate Plans, as to the planned business for the coming year.
- 4.3 Policy And/Or Delegated Authority – Maintaining a Business Programme ensures the effectiveness of the Council's planning and performance management framework. The Business Programme supports each Committees' role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations, in monitoring and reviewing achievements of key outcomes within its functional areas, whilst ensuring best value in the use of resources is met to achieve these outcomes within a performance culture of continuous improvement and customer focus.
- 4.4 Risk Management – The risks associated with setting the Business Programme are around the challenges for officers meeting the timescales required, and any part of the business programme slipping and causing reputational damage to the Council. Equally, not applying the Business Programme would result in decision making being unplanned and haphazard and aligning the Council's Business Programme with the

objectives and actions contained in its corporate plans could mitigate against those risks.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

Resources

4.7 Financial – The there are no direct financial implications in this report, but indirect costs may be avoided by optimising Member and officer time.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

5.0 Conclusions

5.1 The presentation of the Business Programme 2016/17 on a quarterly basis provides a focussed approach to the business of the Committee, and allows senior Officers an opportunity to update the Committee on changes and/or additions required to the Business Programme in a planned and measured way.

For further information please contact:

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11 May 2016

List of Appendices

Appendix 1 – Education and Families Committee Meeting Dates and Business Programme 2016/17

Background documents:

Report GL-60-F: SIC Diary of Meetings 2016/17

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4785>



**Education and Families Committee - Meeting Dates and Business Programme 2016/17
as at Monday, 16 May 2016**

Education and Families Committee			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2016 to 30 June 2016	Date of Meeting	Business	
	Ordinary 11 April 2016 10am	External Audit Reports: Care Inspectorate and Education Scotland	D
		Naming the New Halls of Residence	D
		College Integration – Progress Update and Next Steps	R SIC 20 April
	PPMF 23 May 2016 10am	Management Accounts – Quarter 4	D
		Children’s Services Directorate – Performance Overview – Quarter 4	D
		Development Services Directorate – Performance Overview – Quarter 4	D
		Committee Business Programme 2016/17	D
	Special 9 June 2016 10am	Mid Yell & Whalsay Consultation Reports	SIC 9 June
	Ordinary 13 June 2016 10am	Shetland College Term Dates 2016/17	D
		Early Years Report Pre-School Provision – Cost Analysis/Increased Entitlement	D
		Education Summit – Next Steps	D
		Developing the Young Workforce and Shetland Learning Partnership	D
		Quality Improvement Framework	D
		Shetland’s Autism Spectrum Disorder Strategy 2016-2021 (being reported to IJB CC-26)	D
		Progress Report on Children’s Services Inspection	D
Quarter 2 1 July 2016 to 30 September 2016	Date of Meeting	Business	
	PPMF 29 August 2016 10.00am	Management Accounts – Quarter 1	D
		Children’s Services Directorate – Performance Overview – Quarter 1	D
		Development Services Directorate – Performance Overview – Quarter 1	D
		Committee Business Programme 2016/17	D
Quarter 3 1 October 2016 to 31 December 2016	Date of Meeting	Business	
	Ordinary 3 October 2016 10am	Chief Social Work Officer Report	D
		Allocations Policy for the Halls of Residence	D
		Legacy Report	D



Education and Families Committee - Meeting Dates and Business Programme 2016/17 as at Monday, 16 May 2016

Education and Families Committee – continued

D= Delegated R=Referred

Quarter 3 continued	Date of Meeting	Business	
PPMF and Budget 5 December 2016 10am		Children's Services Directorate – Performance Overview – Quarter 2	D
		Development Services Directorate – Performance Overview – Quarter 2	D
		Committee Business Programme 2016/17	D
		Children's Services Directorate Plan 2017-18	D
		Development Services – Directorate Plan 2017-18	D
		Management Accounts – Quarter 2	D
		2017-18 Budget and Charging Proposals	R P&R 7 Dec SIC 14 Dec
Quarter 4 1 January 2017 to 31 March 2017	Date of Meeting	Business	
	<i>Ordinary</i> 6 February 2017 10 am	TBC	
	PPMF 6 March 2017 10am	Management Accounts – Quarter 3	D
		Children's Services Directorate - Performance Overview Quarter 3	D
		Development Services Directorate - Performance Overview Quarter 3	D
		Committee Business Programme 2017/18	D

Planned Committee business still to be scheduled - as at Monday, 16 May 2016

- Public Library Assessment Report
- Inspection Report for Children's Resources
- Fee Paid Foster Carers

tbtc = to be confirmed

PPMF = Planning and Performance Management Framework meetings – no other business to be added

Budget = Budget setting meetings – other items can be added if time permits

Ordinary = Ordinary meetings – other items can be added

Special = Special meetings arranged for particular item(s) – other items can be added if time permits

END OF BUSINESS PROGRAMME as at Monday, 16 May 2016